

AOG OPERATIONS STRATEGIC PLAN 2015

15 January 2011

VISION: The Association of Graduates (AOG) aspires to be the primary organization of United States Air Force Academy (USAFA) graduates and friends dedicated to supporting the Academy mission of building leaders of character for the Air Force and the nation, and aspires to provide service and support for graduates and cadets.

MISSION: To pursue our vision and to serve and support the United States of America, the United States Air Force, the United States Air Force Academy and the graduate community by:

- a. Working in partnership with the Academy to produce and foster graduates with an enduring commitment to integrity, excellence and service to country.
- b. Providing leadership, communication and support to all the Academy's graduates and promoting camaraderie among them.
- c. Promoting the Academy's heritage, our common traditions and the accomplishments of our graduates.

ENDS: The AOG is the primary support organization for the Academy and its graduates, existing to promote continued and increasing interest in, support of and dedication to the mission, ideals, objectives, activities and heritage of the Academy.

- a. Graduates, cadets and friends are connected to the Academy and each other.
- b. The Academy and its cadets receive enthusiastic strong support.
- c. Graduates have loyalty to and camaraderie with each other.
- d. The heritage and traditions of the Academy and accomplishments of its graduates are promoted to increase awareness within the graduate community and the nation.
- e. The Academy community values and respects the AOG and its members.

Strategic Focus Areas: In order to pursue our Vision, accomplish our Mission and achieve the Ends that the Board of Directors has set for the organization, the AOG staff has established five (5) Strategic Focus Areas (SFA) for the 2011-2015 timeframe. Each SFA contains detailed and delineated initiatives designed to enhance and improve the area of focus. The initiatives are measurable and will generally have specific timeframes associated with their accomplishment. The SFA are as follows:

1. Member Engagement
2. Communications
3. Academy and Cadet Connections
4. External Outreach
5. Financial Sustainment

Achievement of the initiatives under each SFA will serve to build a more loyal, connected and informed graduate community, resulting in a closer and stronger relationship with the Academy, broaden the reach of the AOG and enhance its financial viability.

THE AOG OPERATIONS STRATEGIC PLAN 2011-2015

With the 2009 MOU and Operating Contract with the USAFA Endowment, the AOG is now operating in a uniquely different environment than at any other time in its history. This circumstance brings both opportunities and challenges and requires forethought and planning to enable the organization to be most effective in achieving its objectives. The following Goals and Strategies are designed to plot our direction, guide and build our programs and provide the metrics for evaluating our success over the next 4 years. While it is meant to be a roadmap, it is also a “living” document and may be adjusted as conditions or circumstances dictate.

STRATEGIC FOCUS AREA I

MEMBER ENGAGEMENT

Engagement with Graduates, Parents and Friends of the Academy

Creating a strong connection between alumni, parents and friends of the Academy and the Academy, cadets and the AOG will establish the foundation from which future loyalty, support, and giving can be derived. This is critical to the success of any graduate association program. It is a primary goal of the Association to create these high quality connections with our constituents.

1. AOG Chapter Program

GOAL

The AOG Chapter Program will be built to be the primary point of contact between the Academy, the AOG and graduates throughout the world by providing local access to information, networking opportunities, career transition resources and AOG programming.

Five-year Strategic Plan

- I. Grow the Chapter Network from 50 to 80 Chapters. (2011 – 2015)**
 - a. As of 10/7/10, the AOG had 55 chapters and our goal is to grow to 80. (June 2015)
 - b. As of 10/7/10, the AOG had 25 Ambassadors and our goal is to grow to 100. (2015)

- c. We will develop a systematic process for the Graduate Support Specialist to solicit chapters formation. (2011)
- d. The new Chapter Handbook will be the primary tool for establishing new Chapters. (2011-2015)
- e. We will use all AOG communication vehicles to solicit graduates interested in leading and joining new or existing chapters. (2011 – 2015)
- f. The Ambassador Program will be implemented where we have a graduate willing to be a point-of-contact/focal point but not willing to organize and run a full-blown chapter and/or in areas with insufficient numbers of graduates to make a chapter viable. We will monitor conditions to determine when sufficient numbers of graduates are available to form a new chapter and we will continue to seek leaders for the chapters. (2011 – 2015)

II. Strengthen the network among and between graduates and the Academy.

- a. Increase the participation rate of graduates in the Chapter Program. (2011-2015)
- b. Use demographic targeted programming and graduate volunteer engagement. (2011-2015)
- c. Establish a calendar of events including all Academy sporting events, cadet club activities, AOG events and events for each Chapter in collaboration with staff and volunteers from all programs. This will serve to unite the local volunteer network, focus graduate attendance at events, and make more efficient use of resources. (2011-2012)
- d. Capitalize on increased staff resources, more sophisticated technology, and strengthened volunteer network of Chapter Program to help grow Chapter numbers. (2011-2015)
- e. Involve Academy-wide staff and faculty to plan, promote, and execute Chapter programming to broaden the reach and ensure that programming is in step with broad Academy trends and initiatives. (2011 - 2015)
- f. Employ new technology of an upgraded AOG website to allow better events communication and registration and tracking of participation data. (2011-2012)
- g. Develop programs to encourage participation at the local level. (2011-2012)
- h. Relate attendance statistics to determine popularity of events that should be planned and invested in. (2012)
- i. Use communications and registration tracking data to extract statistics on class year, age, race, sex, and geographic location of participants, as well as the frequency of their participation. (2012-13)

III. Increase efficiency of communication contact as more information is made available to graduates from the AOG.

- a. Provide opportunities for graduates to provide feedback to AOG staff and local graduate volunteers on progress of Chapter programming through surveys and website listservs. (2011 - 2015)
- b. Package messages from various sources into single print mailings or e-mail broadcasts, so that alumni get fewer pieces of mail or email messages, but more

information. More efficient use of communication will enhance its effectiveness. (2012)

- c. Create a system to track all communication per individual. (2011-2013)

IV. Establish succession planning strategy for Chapter leadership to ensure a regular and continuing Academy presence in all regional areas. Assuming that Chapter leaders are those graduates who have a well-established relationship with AOG staff and fellow alumni in their area, this goal formalizes the promotion of graduate volunteers to leadership positions.

- a. Strengthen on-Academy training opportunities for Chapter volunteers by initiating the annual Chapter Presidents' Conference, as well as creating a local component for Chapter volunteers training. (2011)
- b. Utilize Chapter volunteers to help other Chapter leaders through the annual Chapter Presidents Conference and semi-annual conference calls. (2011)
- c. Collaborate with current Chapter leaders to confirm succession plan. (2011-2012)
- d. Coordinate with Academy-wide staff to identify new graduate volunteers and assess current graduate volunteers for promotion. (2012)
- e. Create a consistent AOG recognition program so that all graduate volunteers can be recognized and rewarded for work in an equal and regular fashion. (2011-2012)
- f. Establish methods for Chapter volunteers to be provided feedback and to give feedback. (2011-2012)
- g. Create a tracking system for Chapters and AOG staff to evaluate the level of engagement and training of graduate volunteers. (2011-2013)
- h. Create a larger pool of potential Chapter leaders by increasing volunteer opportunities via investigating the possibility of establishing regional alumni boards. (2013)

V. Develop local dues policies and procedures to assure that alumni understand the purpose and importance of local dues versus other contributions to Academy especially AOG dues.

- a. Survey all Chapters to establish which clubs charge dues, the amount they charge, how much dues revenue is collected annually, what dues are used for, and what benefits are offered for dues payers. (2011)
- b. Provide a clear and concise statement about the importance and use of local dues and the difference between local dues and AOG dues for use in Chapter dues communications. (2011)
- c. Work with AOG communications and marketing personnel to assure that local club dues policies and communications are coordinated with AOG dues policies and communications. (2011-2012)
- d. Establish policies governing which Chapters should charge dues, which benefits should be offered, and recommendations on establishing dues amount. (2012)
- e. Standardize local Chapter dues solicitations so that all Chapters convey a similar message about the use and benefits of dues and employ best practices for communications and collection of dues. (2011)

2. Membership, Benefits and Services

GOAL

Provide opportunities and programs that highlight and reward the importance of membership in the AOG and create new ways to connect with the Academy through corporate and other partnerships

Five-year Strategic Plan

- I. Increase percentage of alumni who are dues-paying members of the AOG to create a larger revenue stream.**
 - a. Evaluate past revenue and develop projections through FY 2015. (2011)
 - b. Determine which benefits are “worth paying for” and whether creating a full, two-tiered dues structure makes economic sense. (2011 – 2013)
 - c. Evaluate the necessity and value of local Chapter membership dues programs and their effect on AOG dues payment. (2012)
 - d. Look at current revenue streams for annual and lifetime dues memberships to determine which has the greater economic impact for the AOG and the potential for five-year growth. Evaluate ongoing membership drive and increase in lifetime membership fees as a part of this revenue projection. Evaluate potential increase in annual dues charges. (2011-2012)

- II. Improve benefits, programs, and services offered by outside vendors to increase the visibility and value of the AOG to graduates.**
 - a. Create a strong benefits program that has a well-articulated policy for the quality and benefits of all services offered to AOG alumni. (2011-2015)
 - b. Determine policy for outside vendors who are interested in providing benefits or services to alumni both nation-wide and regionally (2012)
 - c. Partner with other Academy Mission Elements to identify programs, such as Athletic Department events, Gift Shop, DF seminars/lectures, to provide special benefits, reduced membership costs, and other services to AOG members. (2011-2012)

- III. Market benefits of AOG membership to graduates and cadets.**
 - a. Develop communication plan that articulates the benefits of membership and creates a case for dues payment. (2011)
 - b. Establish plan to educate current cadets about the importance of membership in AOG. (2011 – 2012)
 - c. Look for ways to market to the increasing number of graduates and growing diversity of the overall alumni population. Targeted direct marketing that segments the alumni population based on education, interests and needs will be utilized. Encourage Academy-wide recognition and membership in AOG. (2011)
 - d. Evaluate current communications through mail and Web. Track success of mailings. (2012)

- e. Determine a recognition plan for dues members based on their consistent, lifetime support. (2011)

3. Graduate Career Services and Networking

GOAL

Develop a career community through which graduates can connect to the AOG, meet their own career needs, and assist other graduates in finding career direction and opportunity.

Five-year Strategic Plan

- I. Increase involvement of graduates in career services.**
 - a. Leverage the use of the career section of the website, ZoomieNation, and other means of communication to solicit career/industry advice from graduates to share with other alumni. (2011 -2015)
 - b. Engage women and minority groups in all areas of alumni career services including SACC, and any other on- and off-campus programs. (2012)
 - c. Engage graduates who serve in significant positions at Fortune 1000 companies. Invite them to the Academy, SACC and to AOG regional events as guest speakers. Engage at least 50 graduates by 2013 to participate in the program. (2011-2013)
 - d. Increase average level of graduate participation in SACC (from 375 to 500 per event) over the next five years. (2011-2015)
 - e. Spearhead the consolidation of SACC, iSABRD and JSAJE on one platform. (2011-2015)

- II. Establish regional ongoing career networking events in the AOG's major cities as part of developing a regional presence.**
 - a. Plan, implement, and evaluate pilot events in five cities: (Primary consideration from the following list; Atlanta, Boston, Colorado Springs, Dallas, Los Angeles, Miami, New York and Washington. (2011-2013).
 - b. Engage high-profile alumni who are in senior positions and who are industry leaders in their profession to serve as panelists and to become local networking resources. Work with the Academy and the Endowment to determine appropriate alumni who are already involved and those looking for a way to get involved. (2011-2013)
 - c. Establish alumni career liaisons through the Chapters to assist in planning career-related events regionally. (2011-2012)

- III. Take the lead to create a vibrant and broad-based online career mentoring community for graduates and cadets. Implement new technology that will give the AOG the ability to identify interest groups and business affiliations (e.g. ethnicity, career changers, and business opportunities).**
 - a. Propose and implement marketing materials to recruit new members annually.

- b. Utilize grassroots efforts to have Chapter members and *iSABRD* alumni members encourage their classmates and Academy friends to sign up for *iSABRD*. (2011-2012)
- c. Provide periodic newsletters and communication, to *iSABRD* members starting in 2012.
- d. Engage graduates in all aspects of career services and demonstrate consistent marketing efforts. (2011-2015)
- e. Increase the number of alumni in *iSABRD* by 500 each year to a total of 7300 by 2015. Provide alumni members with the opportunity to limit the number of contacts they get on a monthly basis. Allow members to self identify in various groups (e.g. recent graduate, young alumni, experienced professional, career changers) to demonstrate that *iSABRD* has a place for everyone. Insure the database will allow alumni to opt into various career programs, such as allowing cadet or graduates to shadow them at work, sit on career panels, recruitment for jobs and internships, and be a resource for housing. (Look into the possibility, *iSABRD* has limitations for additional groupings; as technology improves, so can our opportunities). (2011-2015)

IV. Double the number of alumni who utilize career services and career related- programs, such as counseling, job fairs, and networking events by 2015.

- a. Increase overall services provided by establishing new initiatives, such as an alumni internship program, for recently separated graduates and retirees. (2014)
- b. Increase involvement in professional associations by presenting at conferences, chairing committees, and writing articles starting in 2011
- c. Increase staff to assist with the additional career counseling and programs. Add an additional full-time support staff member. (2012-2013)
- d. Make the AOG Career Services team the Service Academy leader in the alumni career field. (2011-2015)
- e. Become a resource for media outlets (2011-2013)

4. Young Alumni (YA) Program

GOAL

Create and expand a new Young Alumni (YA) Program to promote better understanding of the Association of Graduates, serve the younger graduate community and provide opportunities for engagement and leadership for a lifetime.

Five-year Strategic Plan

- I. Create opportunities for meaningful interactions with the AOG and increased presence of grad members on campus, focusing on Homecoming, reunions and other programs that will be enhanced by the presence of the AOG.**

- a. Increased Homecoming programming and participation for YA. Investigate the possibility of a Homecoming event for YA. (Homecoming Dance, etc.) (2011-2013)
- b. Develop new programs for YA to interact with cadets on-campus, create one new “tradition” for alumni involvement on campus. (2011)
- c. Create opportunities (working with the Academy) for current cadets to interact with Chapters in cities where they are living for the summer. (2011-2013)
- d. Provide regional and virtual opportunities for YAs to connect with their fellow alumni and the Academy. (2011-013)
- e. Consider YA training in conjunction with Chapter Presidents’ Conference. (2012)
- f. Solidify a YA Web presence on www.usafa.org. (2011)
- g. Determine which Chapters have YA representatives and their role in the Chapter structure. (2011)
- h. Identify the “Big 5” graduate cities and determine YA presence (2011)
- i. Define the YA presence in non-“Big 5” graduate cities. (2011)
- j. Have YA representatives in all Chapters and define their roles. (2011-2012)
- k. Create a new AOG President’s Council populated by YA to give input on YA needs and concerns. Define role for the YA representative on the President’s Council, recruit new regional YA leaders, and create a support mechanism for these YA representatives. (2011-2013)
- l. Host focus groups in the “Big 5” graduate cities. (2012)
- m. Additional “tier 2” YA cities (2012)
- n. Recognize YA leaders with newly created award. (2012)
- o. Better address new and transient YAs through YA welcoming committee, managed by the local YA representative. (2011-2012)
- p. Develop a regional online resource for candidates and appointees with YA listed who serve as a resource for YA involvement in the admission information process. (2012)
- q. One YA program in each of the “Big 5” YA cities. (These cities may be different from the reunion Top 5 as younger alumni are more centralized around bases than cities.) (2012-2013)
- r. Four YA coordinators listed for each “Big 5” graduate cities (2012-2013)
- s. Two YA coordinators listed for “tier 2” graduate cities (2012-2013)

IV. Develop leadership opportunities for YA that will produce future leaders and volunteers in ways that deepen their commitment to the Academy and prepare them for active roles in the AOG, Academy Annual Fund, and other Academy leadership opportunities.

- a. Define volunteer path for YA from cadet leadership positions to YA leaders, to AOG Board of Directors. (2011-2014)
- b. Use President’s Council to promote the interests of YA by voicing and advocating their needs to the President & CEO, the AOG Board of Directors, and Academy officials and administrators.
- c. Ten-member committee (2012), 20-member committee (2013)
- d. Consider Bylaws change to have two YA sitting on AOG Board (2014)

- e. Create a process to identify class leaders as cadets and provide class leadership opportunities through the AOG before graduation and as YA leading up to the 1st Reunion. (2011-2014)
- f. Promote self-managed class websites, Zoomie Nation or Facebook pages (1-10 years post graduation) (2012-2013)
- g. Yearly class notes posting by 75% of class (1-10 years post graduation) (2013)
- h. Work closely with the Endowment, Admissions, and the Commandant's Office to engage YA in the Academy and serve as a resource for Academy-wide opportunities for further engagement. (2011-2013)

5. Affinity Program

GOAL

Develop robust affinity group communities that connect graduates with common interests/experiences to one another before, during, and between reunion years, resulting in greater participation in the life of the Academy community.

Five-year Strategic Plan

- a. Identify graduate leaders from cadet groups that were active during their era, and recruit them to establish—and grow—their group. (2011-12)
- b. Determine a policy for working with an affinity group and define the benefits, review process, and staff support as an Academy alumni affinity group. Website management should be automated as much as possible but will require staff support. (2011-2012)
- c. Outline process on how to establish and nurture a group via “getting started” manual/webpage. (2011-2012)
- d. Identify common interests in graduate base around which a group could be formed, then recruit graduates to establish a group around their special interest. Examples include; Academy lawyers, Zoomie Doctors, Academy readers (book club), Academy former coaches, entrepreneurs, etc. (2011-13)
- e. Host an active, user-friendly website for each group, featuring photos, message board, and news, or add it to our current Facebook arena. (2011-2013)
- f. Establish and enhance class websites, linking them with *Checkpoints* and online directory; all reunion-year class websites to feature class notes, reunion message boards/websites, and a “how to volunteer” feature. (2011-2013)
- g. Affinity group sites established to serve as a gateway to greater graduate connection and Academy involvement. (2013)

6. Reunions and Special Events

GOAL

To promote, nurture, and maintain graduate connections with one another and with the Academy through reunion and special-event programming and related communications, as well as through robust online communities centered on class year and affinity group affiliations. This program helps graduates rekindle memories of, and renew relationships from, their Academy experience; forge new relationships with other Academy graduates; and acquire knowledge of current Academy programs and goals. The result is increased fiscal support, volunteer activity, and pride in the institution.

Five-year Strategic Plan

I. Continue to enhance Reunion Weekends, Homecoming, large regional graduate events, and other on-campus Academy events to bring all aspects of the Academy community together in ever greater numbers.

- a. Establish an elite club to recognize long time AOG membership and giving to the Annual Fund. (i.e. Half Century Club. Name to be determined by Sept 2011).
- b. Measure pre-reunion activity (networking, online registration, class-notes posting, evaluation) and reunion attendance, and create individual class goal projections. (2011)
- c. Encourage affinity groups to have at least one event per year (2012)
- d. Identify all Academy offices that participate in Reunions and/or Homecoming; based on these numbers, project growth. (2012)
- e. Identify cadet groups that participate in Reunions and/or Homecoming; based on these numbers, project growth. (2012)
- f. On Homecoming Weekend, Half Century Club (HCC) would focus on induction of the previous spring's 50th reunion class into the ranks of the HCC. Measure Half Century Club attendance and pre-reunion activity to create projections for future years. (2013 forward)
- g. Define criteria for event management through the Reunions and Special Events office and evaluate staff growth needed to manage increased number of events. (2011-2012)

II. Develop communication plan that would support/enhance the overall AOG communication plan by keeping classes and groups apprised of news specific to their class/group within the framework of the overall AOG brand.

- a. All graduates will receive appropriate communication vehicles from Reunions and Special Events program each year. (2011 – 2015)
- b. All groups will receive news that highlights their activities, current cadet news, and outreach initiatives. (2011 – 2015)

7. Heritage and Traditions

GOAL

To establish a comprehensive program governing the promotion and preservation of the Academy's heritage and the promotion of our graduates' accomplishments.

Five-year Strategic Plan

- I. Develop a broad set of AOG policies governing the promotion and preservation of heritage at the Academy. Coordinate with and get buy-in from Academy senior staff.**
 - a. Write the policies, get approved by the Board's Heritage Committee and coordinate with all relevant Academy offices, i.e. CMA, Memorial Board, etc. (2011)
 - b. Create the Development Plan for the Heritage Trail at Doolittle Hall.
 - a. Develop one of the three remaining major nodes as class projects. (2012-2015)
 - b. Develop two of the nine remaining minor nodes as class projects. (2012-2015)
 - c. Identify and promote potential projects along the second north loop to the SEA. (2011-2013)
 - d. Define requirements and options for northeastern development of Doolittle plot.

STRATEGIC FOCUS AREA II

COMMUNICATIONS

GOAL

All communications representing the AOG should send clear, substantive, consistent, appropriate, and distinctive (genuinely Air Force Academy) messages. AOG mission, vision, and values should be reflected in all communications for all Alumni Affairs programs.

Association of Graduates communications will:

- Provide for an integrated, cohesive enterprise communications capability.
- Protect and advance the "Brand" of the Alumni Association & the Endowment as an integrated organization.
- Provide for proactive communications capability to all constituents.

Five-year Strategic Plan

I. Build a strong, recognizable AOG brand and visual identity that is compatible with all Air Force Academy communications. (2011-2015)

- a. AOG messages will be integrated with others at the Academy and other departments will understand and support the AOG. (2011)
- b. Develop a strong visual identity for alumni communications and establish methods to use it to brand alumni messages and materials. (2011)
- c. Assess recognition of and attitudes about current and past visual identities. (2011)
- d. Define future uses of visual identity. (2011)
- e. Test our identity to ensure that it represents new strategies and vision to cadets and graduates. (2011-2015)
- f. Define methods of using the brand that apply to all areas of Alumni Affairs, and provide it in forms that are easy to use. Monitor its use. (2011-2015)
- g. Develop a viral multimedia communication network with cadets “**Cadet TV**”. (2012-2015)

II. Lead effort to coordinate Academy-wide alumni messages and materials. Create a package that leverages AOG programs and further strengthens graduate ties to the academy through a diversity of opportunities.

- a. Make sure that USAFA Endowment plans and programs are compatible with AOG messages, and that those messages support development goals. (2011-2015)
- b. Develop a program that will promote AOG’s mission, purpose, and interests throughout the Academy, specifically with the Cadet Wing, Commandant’s shop and the Dean of the Faculty. (2011-2012)
- c. Audit all current communication efforts for purpose, audience, method, reach, frequency, and cost.
 - a. Use information as a catalyst to drive Academy-wide collaboration.
 - b. Understand what is being created and disseminated in Alumni Affairs: to whom and how it is being sent, who is doing it, and why. Review its cost. See it in relation to other communications across the Academy to see if duplication can be avoided and/or economies realized. (2011-2015)

III. Create a consistent AOG message and visual identity that allows each program to have its own identity while still being clearly recognized as part of the AOG. (2011-2012)

- a. Conduct and share assessments of existing materials and methods of producing and distributing them. Explore options for both.
- b. Provide clear guidelines for consistency and ways to achieve it.
- c. Work collaboratively with all AOG programs to ensure all are meeting both the AOG and programmatic branding needs.

IV. Creatively look for new ways to engage graduates through communication; provide clear steps to maintain and build new communications methods and vehicles. (2011-2012)

- a. Help to create, review, and make necessary changes to communications efforts.
- b. Conduct, or help to conduct, assessments of effectiveness with audience.
- c. Estimate costs of communication vehicles and provide ways to control those costs.

- d. Provide the means to effective communications ends.
- e. **Facebook and Twitter (2011-2015)**
 - Define and develop a clear strategy for using social media in a way that maximizes communication efforts to the membership/staff and enhances the standing of the AOG.
 - Train appropriate AOG staff on use and advantages of social media.

V. In every publishing year, showcase women and minority members of the AOG community through feature stories, news accounts, and mini-profiles.

Build a firmer financial foundation for the magazine in order to offset increasing production and mailing costs and to help maintain the standard of excellence for which *Checkpoints* has become emblematic.

- a. Explore the costs/benefits of establishing an advertising consortium of Service Academy magazines to increase attractiveness to potential advertisers. (2011)
- b. Investigate a subscription program apart from membership to select markets through a separate letter or some other targeted means. (2011)
- c. Place special emphasis on increasing activity in the Classifieds section. (2012)
- d. Explore the idea of having more Web content available only to members/magazine subscribers. (2012)
- e. Increase advertising revenue through review of the Pentagon publishing relationship coupled with a more assertive and targeted internal effort to solicit advertising. (2011)
- f. Explore the idea of building a magazine endowment, particularly for areas of special interest to journalism-oriented graduates or friends. (2013)
- g. Explore the idea of offering lifetime subscriptions, akin to lifetime alumni dues. (2012)
- h. Be aware of and respond to shifting reader demographics.
- i. Conduct comprehensive readership surveys. (2012, 2014)
- j. Conduct online surveys for quick feedback on specific content in the print or online versions. (2011)

VI. Strengthen the magazine's Web presence: to build stronger ties between graduates, especially YA; to nurture a greater connection with the Academy; and to broaden the magazine's reach and readership. The expectation is that, over time, the Web features will see a greater number of unique visitors, longer session lengths among users visiting those areas, and more return visits.

- a. For every issue, feature Web links that encourage readers to seek out additional information on selected stories. (2011)
- b. For at least every other issue, produce Web-specific features and supplemental information, images, and audio tied to print features. Many of these features will move beyond replicating the print version on the Web to make a greater and more creative use of Web technology— for example, slide-shows, video clips, and audio clips. (2012)
- c. For at least every other issue, develop an online post-and-response forum around a theme treated in the magazine's news and/or features pages. (2012)
- d. Preview a feature in every issue through ZoomieNews, the AOG website, or a separate email announcement. (2013)

- e. Promote the RSS-feeds feature. (2013)
- f. **Remove Class News and Gone But Not Forgotten (2012)**
 - These sections are laced with information which should more appropriately be placed on the web. Removing approximately 46 pages from our printed book will save us an average of \$55,000 per year! Alumni magazines the world over are moving the timely whereabouts of graduates to the internet.
 - Use InDesign, to generate PDF files to provide classes more timely/frequent updates. Encourage graduates, friends, and scribes, to submit pictures. (2012)
- g. **Checkpoints on the Web (2011-2015)**
Build a strong online presence . . . **www.checkpoints.com**. . . as a separate entity. Hand-tailor each feature article for the web. Acquire special software which gives the user a ‘page turning’ experience. Round off articles with image galleries of all the pictures that did not make it into the printed book.
- h. **Checkpoints.com Advertising (2011-2015)**
Generate additional advertising revenue from customers with a strong online presence. Bundle additional web ad revenue with our magazine packages.
- i. **Checkpoints Media (2011-2015)**
Identify feature articles which lend themselves to video documentation. Turn feature stories into video productions and air on Checkpoints.com, YouTube, Facebook, and any other appropriate online portals.
- j. **Surveys Learning Where We Stand (2011-2015)**
Offer surveys to our constituents so that we may better serve their needs. Surveys will be tailored to answer three essential questions:
 1. What are we doing right?
 2. What are we doing wrong?
 3. How can we improve our publications?

VII. Additional Technology Goals:

- a. **Tightly integrate the data between the Database and the Website (2011-2015)**
Leverage the data in our database to target classes/major donors, regions with specific data for them.
- b. **Minimize the process to write data back to the constituent database (2011-2012).**
Reduce labor intensive manual processes which inhibit growth and progress. Develop web forms with the proper validation to replace many manual processes.
- c. **Develop a uniform, centralized website with one domain, and seamless integration with other micro sites (2011-2013)**
Eliminate “segmented” sites so as to provide the AOG with uniform messaging and branding. Bring AOG technologies up to a uniform, and more easily maintained setup.
- d. **Develop a single sign on for web users (2011-2012)**
Eliminate this side effect of compartmentalized, segmented web technologies.
- e. **Build useful social integration processes to provide services users would want (2011-2015)**
Provide users useful integration with our data/services.
- f. **Conduct unit tests for custom development. (2011-2013)**
In order to progress, our disparate web of custom code needs functional unit tests to be able to provide “one click” regression testing and oops-proofing future development.

- g. **Reporting Tools Upgrade (2010-2015)**
Upgrade all reporting tools to the most current technology. Develop these tools so that they are flexible and easy to use for the end user. Currently older reporting tools can only be run by the programmers.
- h. **Increase our rich media presence. Determine additional manning requirement to build a robust media capability. (2012-2015)**
Production costs are minimal and there are obviously no printing fees but it does take time and proper resources. Without a strong rich media presence users will start to gravitate to other web sites that do.
- i. **Develop a Parent portal page on the web site... Become the Parents' most important connection to the Air Force Academy. (2011-2015)**
Sending a son or daughter to AFA is exciting and quite different from sending them to any other college or university. The portal will provide support and service, and enable parents to share advice and get official information. The portal will drive parents to us, which will enable the AOG to take control of the message!
- j. **Increase revenues (2011-2015)**
Provide better integration and promotion of the online merchandise store. Optimize current revenue streams (like WebGuy), and seek appropriate new sources for revenue generation.
- k. **Strengthen professional development for members (2011-2015)**
Provide more networking opportunities for members' (following online networking examples like LinkedIn, Plaxo etc.), civilian transition and career development support.
- l. **Develop robust Online Communities (2011-2015)**
In the era of Facebook, reunions and keeping in touch with old friends is different than before and if people are increasingly looking online, then our services need to move with the times. We will expand the sense of online community to foster renewed connections, camaraderie, good feelings and further support toward the organization, by enhancing Zoomie Nation and investigating the possibilities for tie-ins with other site such as Facebook.
- m. **Personalized service (2011-2015)**
Deliver content in a more personalized and meaningful manner, pushing relevant information to associated profiles directly to their usafa.org home portal. Use the technology and content management platforms available to make the web experience more user-friendly. Proactively deliver content of anticipated highest interest. Enhance our ability to better promote our own events and programs by more specific targeting of the audience.
- n. **Efficiency (2010-2015)**
Improve efficiency through better organization of online content and back-end systems, and enhanced tools that make it easier to both use and administer the site. Automate processes more, reduce manual labor, and give everyone more time to focus on the most important tasks.

STRATEGIC FOCUS AREA III

Academy and Cadet Connections

GOAL

The AOG will aggressively move to expand the reach and influence of the Association through positive relationship building with the Superintendent, the Commandant and the Dean and by having a strong presence in the Cadet Wing.

Five-year strategic Plan

I. Continue to develop strong relationships with the Superintendent, Commandant, and the Dean of the Faculty to maximize AOG influence. (2011-2015)

- a. Hold formal and informal meetings with Academy leadership on a regular basis. Continue to maximize attendance at both office and residence events when invited.
- b. Identify the various Academy Boards and Committees and obtain AOG membership on those that strategically furthers AOG influence.
- c. Work with the Commandant to define roles for the Association in the Cadet Wing. Areas of collaboration include class websites, event sponsorship, leadership opportunities, and increased visibility with graduates. (2011-2012)
- d. Work with the Commandant and Dean to identify opportunities and locations for a visible AOG presence through displays or other venues in the Cadet Area and Fairchild Hall.
- e. Continue to form partnerships with the Superintendent, Commandant, Dean, and other Academy staff to collaborate on ways to get staff as AOG members and involved with AOG programs.

II. Educate and engage current cadets with the AOG and expand cadet programming to be part of a four-year engagement plan that will prepare them for a lifetime of participation with the Academy through the AOG.

- a. www.usafa.org will serve as the host for all class websites and will be seen as the one point of entry for class information; class banners with website will be created and posted at all class events. (2011)
- b. Leverage Doolittle Hall to increase visibility of AOG and AOG-sponsored programs on campus. (2011-2015)
- c. Increase visibility of the Distinguished Graduate Award as AOG sponsored recognition of graduates who have given back to the Academy and the cadet wing. (2011)
- d. Provide leadership opportunities through the Association in which involved cadet leaders are able to interact with AOG Board and Committee Members. (2012)
- e. Create four well-known, AOG-branded events on-campus each year. Each event will be focused on a particular constituency; 4th class, 3rd class, 2nd class, and firsties. Event should be “big” and an event to be anticipated; consider event partnership with Superintendent’s and Commandant’s offices. (2012, dependent on funding)
- f. The Association will continue to have a presence at key cadet wing events that provide exposure to a cross-population of cadets, i.e. In-Processing, Acceptance, Commitment Dinner, 100th Night, Graduation, and Homecoming. The Association will continue to identify cadet events in which it can participate, and will strategically use cadet activities to spread its message and purpose throughout the cadet wing.

- a. Events should promote class identification and AOG mission
- g. Coordinate with programs already in place, to create programs collaboratively that will prepare cadets for a lifetime of participation.
- h. Create a present day Graduate Achievement Display in the Cadet Area so that cadets can see, relate to and form connections with examples of graduates who are currently leading in the Air Force, government and the private sector.(2011-2012)
- i. The Association will strengthen its relationship with the Cadet Wing by solidifying its current partnership with Wing Staff. The Association will help to better define the role of the Class President by seeking to include in their duties being an observer at AOG Board Meetings, allowing the Wing to play a more prominent part in the activities of the Association. This relationship will result in improved access to and communication between cadets and graduates. (2011-2012)
- j. Develop an AOG award for the outstanding cadet who is a member of LMAG. (2012)
- k. Increase LMAG membership to greater than 75%.(2011)

STRATEGIC FOCUS AREA IV

External Outreach

GOAL

The AOG will become the primary vehicle through which external constituencies can connect to the Academy. The Association understands that to reach certain segments of the community it is necessary to go off-campus and meet them where they live, work and play. Such activities would include having an Association presence at community and business events in which both potential Academy friends and non-member graduates are present and hosting off-Academy receptions organized around geographic locations.

Five-year Strategic Plan

I. The AOG will increase its outreach into the community as another way of engaging friends of the Academy and growing membership. (2011-2015)

- a. The Association will create and support outreach programs targeting Front Range communities utilizing the True Blue program as a model.
- b. Identify community groups such as chambers of commerce, convention bureaus, other business and civic groups as collaboration partners who would value the benefit of a relationship with the Academy.

II. The AOG will develop a program that gives active duty, reserve and National Guard members an opportunity to become connected to the Academy through affiliate membership. (2011-2015)

- a. True Blue type program
- b. Communication plan

STRATEGIC FOCUS AREA V

Financial Sustenance

GOAL

Increase revenue to support cadet and graduate programs. The Association of Graduates requires adequate funding of its events and activities if it is to have an effective program. Without proper funding, the Association will be limited in its ability to support the Academy and reach and connect with cadets, graduates and potential donors. The expenditures of the alumni relations program are seen as both a short and long-term investment in the Academy, upon which the return is measured in donor gifts and membership in the AOG.

Five-year Strategic Plan

I. The Association will pursue a plan to generate increased incremental revenue from all existing programs. (2011 – 2015)

- a. Revenue increases will start by examining existing programs and identifying those that, with the least modification and manpower investment, can generate new dollars.

II. The Association will pursue a plan to generate significant revenue from select, existing programs where there is such potential. (2011 – 2013)

- a. The Alumni Association will increase revenue by creating and strengthening strategic relationships with businesses and community partners. (2011)
 - o Such activities will include maximizing the revenue potential of affinity partners by increasing contract value and adding event sponsorships to all agreements.
- f. Revenue increases will also grow from an aggressive membership campaign targeted at the 42% of the graduate community who are not currently members in the Association. (2011)
- g. Logistics of the LMAG program will be retooled so as to capture greater than 75% of the incoming basics on In-processing day. (2011)
- h. The First Gift program will be expanded to capture at least 70% of the members of the graduating class. (2011-2012)
- i. The merchandise program will be expanded by introducing new products and improving the marketing of current products. (2011)
- j. Event planning will expand into offering conference planning services, with Doolittle Hall as the anchor facility. (2012)

III. The Association will pursue a plan to generate increased revenue from new sources and/or programs. (2011 – 2013)

- a. Strategic partners, in the fashion of USAA, will be offered similar opportunities to increase their exposure to the USAFA graduate community in exchange for monetary support. (2011)
- b. Pursuit of business ventures, heretofore not considered by the AOG, will be evaluated, vetted and pursued if worth the investment of time and resources. (2011-2015)

IV. The Finance Department will take the following initiatives to better manage and track financial transactions. (2011 – 2013)

- a. Create a 5-year Financial Projection to overview this strategic plan. (2011)
The plan will include and incorporate:
 - o Operating revenues, expenditures, and capital purchases for ongoing services;
 - o Anticipated new sources of revenues with associated expenditures and new capital expenditures; and,
 - o The establishment and growth of an AOG reserve fund of \$1,000,000 over the five year period, in accordance with the guidelines of the Financial Management and Investment Policy (FMIP), beginning with the 2011 fiscal year-end.
 - o Funds that approximate the reserve fund balance will be segregated and managed separately from the regular pooled investment portfolio.
- b. Continue to develop and implement accounting policies, procedures, and internal control reviews. (2011)
- c. Continue to look for ways to streamline accounting, finance and treasury management processes to ensure sufficient operating cash flow. (2011)

MEASURES

The Alumni Association will measure success in implementing its strategic plan according to the following benchmarks:

1. The burden of the AOG depending on investment income is eliminated or greatly removed by securing between .5 and 1 million dollars of additional annual revenue. (2013)
2. An increase in affinity income to fund new alumni programs and/or events. (2011-2012)
3. The establishment of a functioning and productive AOG cadet outreach program. (2012)
4. A significant increase in the percentage of recent grads joining the Association within one-year of graduation.
(Current market penetration = 45%, Goal = 70%) (2014)
5. The establishment of a solid alumni reunion/events program that draws reasonably expected attendance and results in new alumni relationships. (2013)
6. A 20% - 30% increase in membership in the Association. (2015)
7. An increase in overall attendance at current Association events. (2012)
8. The establishment of a strong and vibrant Chapter/Ambassador network. Current number = 55, Goal = 80. (2015)